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ABSTRACT

This module on owning and operating a wheelchair transportation service is one of 36 in a series on entrepreneurship. The introduction tells the student what topics will be covered and suggests other modules to read in related occupations. Each unit includes student goals, a case study, and a discussion of the unit subject matter. Learning activities are divided into individual activities, discussion questions, and a group activity. Units (and subject matter) in this module are planning your business (services, customers, and competition; personal qualities and skills; how to compete well; legal requirements); choosing a location (type of area and customers; competition; location and type of office); getting money to start (business description; statement of financial need); being in charge (assigning tasks; hiring staff; keeping people happy); organizing the work (work order forms; work schedules); setting prices (demand for services; competition; operating expenses; profit; Medicaid); advertising and selling (personal visits; brochures and giveaways; referrals; ads); keeping financial records (customer billing form; daily cash sheet); and keeping your business successful (profit/loss statements; increasing sales). A summary and quiz complete the document. (A teacher's guide is available for this module.) (CT)

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etc Entrepreneurship Training Components

GETTING DOWN TO BUSINESS:

Wheelchair Transportation Service

Module 15

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GETTING DOWN TO BUSINESS:

Wheelchair Transportation Service

Jean Wolman

April 1981

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TABLE OF CONTENTS

Introduction 1

Unit 1
Planning a Wheelchair Transportation Service 3
Learning Activities 11

Unit 2
Choosing a Location 13
Learning Activities 19

Unit 3
Getting Money to Start 21
Learning Activities 28

Unit 4
Being in Charge 31
Learning Activities 38

Unit 5
Organizing the Work 41
Learning Activities 49

Unit 6
Setting Prices 51
Learning Activities 58

Unit 7
Advertising and Selling 61
Learning Activities 68

Unit 8
Keeping Financial Records 71
Learning Activities 78

Unit 9
Keeping Your Business Successful 81
Learning Activities 88

Summary 91

Quiz 93

INTRODUCTION

How are you going to use your job skills after you finish school?

Have you ever thought about starting your own wheelchair transportation service?

This module describes people who have started and managed a wheelchair transportation service. It gives you an idea of what they do and some of the special skills they need.

You will read about

- planning a wheelchair transportation service
- choosing a location
- getting money to start
- being in charge
- organizing the work
- setting prices
- advertising and selling
- keeping financial records
- keeping your business successful

You will also have a chance to practice some of the things that wheelchair transportation service owners do.

Then you will have a better idea of whether a career as a wheelchair transportation service owner is for you.

Before you study this module, you may want to read Module 1, Getting Down to Business: What's It All About?

When you finish this module, you might want to read

- Module 14, Getting Down to Business: Nursing Service;
- Module 16, Getting Down to Business: Health Spa.

These modules are related to other businesses in the health area.

UNIT 1

Planning a Wheelchair Transportation Service

Goal: To help you plan your wheelchair transportation service.

Objective 1: Describe the services, customers, and competition of a wheelchair transportation service.

Objective 2: List three personal qualities a wheelchair transportation service owner should have.

Objective 3: List three ways to help your wheelchair transportation service "stand out" from its competition.

Objective 4: List two special legal requirements for running a wheelchair transportation service.

CHUCK NG PLANS A WHEELCHAIR TRANSPORTATION SERVICE

Chuck Ng always dreamed of owning his own business. He had two goals for his business. He wanted to make a good living, and he wanted to help other people in some way. Since graduating from high school five years ago, he had been working toward these goals.

Chuck drove a taxi part time to support himself and to save money for his business. He took business classes at night. He also took an introductory class on "Careers in the Health Field" at a community college to see how he might combine his interest in helping people with his interest in business. He also had done some volunteer work at a hospital during high school.

For a while, Chuck thought about starting an ambulance service. But he learned that it would cost too much money to start the kind of emergency ambulance service that was needed. Then, Chuck learned about non-emergency medical transportation for people who needed assistance or were in wheelchairs.

> "Perhaps this is the business for me. I really like driving a taxi. But I'd like to be of more help to people in the business I run. I'm a good driver, and I can get along with old or handicapped people real well. I was comfortable around them when I worked at the hospital a few years ago."

Chuck began to plan his business. First he decided to try it out himself and see what he could learn. He got a job as a driver with AAA Ambulette Co., one of the two local wheelchair transportation businesses. Chuck liked driving elderly and wheelchair patients to their doctor's appointments or home from hospitals and nursing homes. He enjoyed meeting the doctors and nurses along the way.

He also learned about the business. He learned about the vans and equipment he would need and the tasks he would have to do to run a service. Chuck was excited:

> "I think I'm off to a good start. I've chosen a business I think I'll be good at, and I know how to get started. I know I'll have to work hard, but it will be worth it. I think I'll name my business 'Medivan.'"

Planning a Wheelchair Transportation Service

There are many, many small businesses in America. Small businesses can have as few as one worker (the owner) or as many as four workers. A small business owner is "self-employed." Often a whole family works together in a small business.

Chuck Ng wanted to start his own wheelchair transportation service. As you work through this module, you will see how Chuck's business develops. In this section, you will learn about four things involved in planning a wheelchair transportation service:

- deciding what services, customers, and competition your service will have;
- deciding what personal qualities and skills you will need;
- knowing how to compete well; and
- learning about the legal requirements for running the business.

Services, Customers, and Competition

An important planning step is to decide what services to offer, who your customers will be, and what your competition is.

Services. A wheelchair transportation service provides non-emergency transportation for sick, elderly, and wheelchair patients. It provides transportation mainly for medical purposes. This includes transportation to and from hospitals and nursing homes. It also includes visits to doctors, dentists, clinics and special treatment centers, especially kidney dialysis units. Services can be provided on a regular basis or on an occasional, as-needed basis. Transportation is sometimes provided for non-medical reasons, too. Examples include social and recreational gatherings, shopping and beauty parlor trips, and airport transportation.

Customers. Customers will be people who are confined to wheelchairs or who need help in being moved from place to place. By far the largest number of customers (90% or more) are elderly patients who are covered by Medicaid programs (Medi-Cal in California), and whose doctors have requested transportation for medical reasons.* In addition, about half the people who use wheelchair transportation are patients needing regular medical treatment. These are mainly patients needing kidney dialysis. Occasionally, customers will include younger people disabled by accident or illness, and private patients wanting non-medical transportation.

Competition. The wheelchair transportation business is a growing industry. In some areas, there is already a lot of competition. In some communities, especially small ones, ambulance companies may be your main competition. If they don't already have wheelchair vans, you can offer much cheaper transportation for wheelchair patients. In some areas, wheelchair transportation services (ambulette services) already exist. Some taxi companies offer wheelchair services, too. Like Chuck Ng, you can learn about your competition in the Yellow Pages. Look up "Ambulance Service" and find listings for such things as ambulettes, wheel chair cars, and wheelchair transportation.

Personal Qualities and Skills

Chuck Ng decided that he was suited to run a wheelchair transportation service. The qualities that Chuck had and that you will need to run this type of business include these:

- a desire to help people;
- understanding of elderly people and their illnesses. You must be gentle and patient. You can't be squeamish;
- interest in the health area and liking to be around people in the health professions;

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* Medicaid is a government-supported medical insurance program for the elderly and poor.

- ability to communicate well and to "sell" yourself and your services; and
- willingness to work hard and do all types of jobs the business needs to have done. As one owner put it, "You have to be willing to work 125% of the time. Don't count on being an executive right away."

There is no set list of requirements for running a wheelchair service. But a knowledge of basic business skills (especially accounting) is important. Basic office skills such as typing and filing are also helpful. In addition, a course in basic first aid should be taken. Finally, experience working for a wheelchair transportation service, as Chuck had, would be helpful.

How to Compete Well

Chuck will have to compete with two other wheelchair services in his area. What can he do to compete successfully?

Create a special business image. Create a business image that will stand out in people's minds. Think up a "catchy" name for the business. Have nice, neat vans with the name clearly showing. Introduce yourself to local doctors, hospitals, and nursing homes with this approach: "I'm new in the business. I have the time and desire to offer excellent service. Try me out." Hire friendly, thoughtful drivers who will be your "good-will ambassadors." And always be honest to customers. If you're going to be late, tell them. Just be sure you're usually on time.

Offer special services. Try to be unique. Offer services that the competition does not offer. For example, you might consider the following:

- a shuttle service for a senior citizens' community;
- transportation for handicapped outings such as theatre trips, church activities, and picnics; and

- assistance to hospitals in transferring psychiatric or alcoholic patients to special treatment centers.

Cooperate with Medicaid. Almost all of your money will come from Medicaid payments. It is important that you try to meet the requirements without complaints or delay. Your success depends on Medicaid, and good relations will help.

Legal Requirements

To run a wheelchair transportation service, you will need to get a city business license. Depending on your location, other licenses may also be needed. If you operate outside your own city--which you probably will--you may need a transportation license. Some cities require a "need and necessity" license, which is more expensive. This means you must prove that your services are needed in the community outside your own. Its purpose is to protect existing businesses in that city.

Your state may also have requirements for your drivers and your vans. A driver's license is an obvious requirement. In addition, your state will probably require a first-aid course for drivers and certain safety equipment for your vans. You will also need good insurance, which is expensive in this business.

In addition, you will need to apply for a Medicaid Provider Number. This is true in all states except Arizona, which has no Medicaid program. Most of the income in a wheelchair transportation business comes from Medicaid. Anyone doing business with Medicaid must have a provider number. This takes 30 to 60 days, so be sure to apply for it well ahead of time. When you apply for it, you will also learn about the many Medicaid requirements you must meet when you run a wheelchair service.

Before starting the business, be sure to visit your local City Clerk and Health Department to find out exactly what your local requirements are. In addition, find out if your state has an association of people working in the field of medical transportation. If it does, join it. It can help you in many ways as you plan, begin, and run your business.

Summary

A wheelchair transportation service provides transportation for sick, elderly, and wheelchair patients, mainly for medical purposes. A desire to help people and an understanding for the sick and elderly are important qualities for the owner of this kind of business to have. The successful owner will try to offer special and high quality service in order to compete well.

Learning Activities

Individual Activities

1. Do you have the right personal qualities to run a wheelchair transportation service? Check each statement below that describes you.
   _____ I like to help people.
   _____ I like to be with elderly people. I would be gentle and patient with them.
   _____ I don't mind being with sick people. I'm not "squeamish" about illness.
   _____ I like to be around doctors and nurses.
   _____ I'm friendly and outgoing and can "sell" myself.
   _____ I'm willing to work 125% time if necessary to reach a goal.

2. What additional education and experience would you need to start a wheelchair transportation service?

3. Look up "Ambulance Service" in the Yellow Pages. Decide which businesses listed there would be competition for you. Call one and ask what services it provides.

4. Think of a "catchy" name for your wheelchair business that also describes the service you are offering.

5. Call up your local City Clerk and Health Department. Find out what legal requirements you would have to meet to start your own wheelchair transportation service.

Discussion Questions

1. Do you think Chuck Ng will be successful in running his own business? Why or why not?

2. What needs do the services of a wheelchair transportation service meet? Do you think these needs exist in your area? Why or why not?

3. What do you think is meant by the statement: "Your drivers are your good-will ambassadors"?

Group Activity

Invite an owner/manager of a wheelchair transportation service to visit your class to share her or his experiences running the service. Use a personal contact in a hospital or nursing home, if possible. Otherwise, use the Yellow Pages. List questions you would like to ask the visitor, such as:

1. What is your background?
2. Why did you choose to open a wheelchair transportation service?
3. How much time did you spend planning your business before you opened? What did you do?
4. What kinds of experience or personal qualities have been most valuable to you?
5. How did you decide on your location?
6. What services do you provide?
7. How much money did it take to get started? Where did you get it?
8. Would you do it again?

UNIT 2

Choosing a Location

Goal: To help you choose a location for your wheelchair transportation service.

Objective 1: List three things to think about in deciding where to locate your wheelchair transportation service.

Objective 2: Pick the best location for a wheelchair transportation service from three choices.

CHUCK CHOOSES A LOCATION

"Now I need to decide where to start my business. I'd really like to stay here in Oakland, but I have to find out if my chances here are good."

Chuck knew that there were already two wheelchair transportation services in Oakland. His experience at AAA told him that business was good. In fact, AAA was planning to add a van to its fleet of three. Chuck found out that the other company, Handivan, was doing well, too. He also learned that a new nursing home and a new senior citizens' housing development were being built nearby.

"I've decided Oakland is big enough for me, too. I'm not afraid of some healthy competition!"

Next Chuck had to decide where in Oakland his business should be. He took a map and located all the hospitals, nursing homes, and other areas where his patients would probably come from. He marked areas that were fairly central to his customers. He knew that a central location would save gasoline and increase the number of trips he could make each day. He also wanted to be close to a freeway to shorten his travel time.

"What else should I look for?" asked Chuck. "I need a place with parking for my vans. I want a place that's cheap. My customers will never see it, and I'd like to save money somewhere. But I'd also like a place with two rooms so that the phone and radio can be separate from my office."

With these thoughts in mind, Chuck went looking for an office. Without too much trouble, he found a small two-room office with a parking lot out back for $250 a month. It was on a side street in downtown Oakland, just two blocks from the central freeway ramp.

Choosing a Location

There are several things to think about when choosing a location for your wheelchair transportation service. You must answer questions such as these.

- What type of area should I look for? Are there enough customers in the area?
- What is my competition?
- Where should my office be located?
- What type of office do I need?

Type of Area and Customers

Look for an area where there is a need for wheelchair transportation services. Find an area where large numbers of elderly and handicapped people live. The area should also have several nursing homes and general hospitals. From three to five nursing homes and two hospitals would be ideal. In such an area you can be fairly sure of enough doctor visits and hospital discharges to support your business.

Contact the nursing homes and hospitals to find out whether a need for your service exists. Find out what they would like from a wheelchair transportation service. Try to identify some customers at this time.

Competition

It would be nice to start your business where there is little competition and where a need for your services exists. As mentioned earlier, use the Yellow Pages to find out about your competition. See

how many exist, where they are located, and what services they offer. You may determine, as Chuck Ng did, that your competitors are busy and that there is a strong demand for your services. If so, don't be afraid of some healthy competition. Common sense will tell you to avoid areas with too much competition, where businesses are failing to grow or are failing altogether.

Location and Type of Office

When you decide on a central location, here's what to look for in an office.

- Find a small, simple office. You don't need a fancy office. Your customers will never even see it. Chuck decided on a small two-room office on a back street. You, too, might want a room for yourself and another room for your telephone and radio equipment.
- Find an inexpensive office. Since your customers won't see your office, you can save money here. Of course, don't cut corners too much. A rundown office with poor plumbing or heating will cause headaches you don't need. Also, try to rent on a month-to-month basis or get the shortest-term lease possible until you know how you're doing.
- Be sure there is enough parking space. You will need off-the-street space to park your vans.

When you decide what you need in a location, get information that will help you find the best spot. Get suggestions from realtors, business people, and the Chamber of Commerce in the areas you are considering. Look on maps and visit possible offices to see which meets your needs best.

Summary

Pick a location for your wheelchair transportation service where elderly and handicapped people live and where hospitals and nursing homes exist. Choose a central location, with freeway access, as close to your customers as possible. Find a small, inexpensive office that has parking space for your vans.

Learning Activities

Individual Activities

1. List five things to look for when deciding on a location for a wheelchair transportation service.

2. Make a list of the nursing homes and hospitals in your area--places where customers for a wheelchair transportation service might come from. Use the Yellow Pages. Mark their locations on a map of your area.

3. Call one of these nursing homes or hospitals. Find out if they would (or do) use wheelchair transportation services. If they already use such services, are their needs being met? If not, what would they like from a service?

4. Visit one of the wheelchair transportation services in your area (from Activity 3 in the first unit). Do you think it is in a good location? Why or why not?

Discussion Questions

1. Based on what you learned in the Individual Activities, do you think it would be wise to start a wheelchair transportation service in your area?

2. Do you think Chuck Ng picked a good location for his service? Why or why not?

3. Do you think that location helps make a good impression on the customers of a wheelchair transportation service? Why or why not? What other things are important about the location?

Group Activity

Assume that you will open a wheelchair transportation service in your area and do the following.

1. Use the information you found in the Individual Activities to decide what geographical area your service will cover. You can do this in the following way. Take a local map. Locate the hospital and nursing homes in your area on the map. Draw a boundary around the area that includes these places.

2. Discuss possible locations for your business. Use your knowledge of the area's roads, traffic patterns, other businesses, and office buildings. Discuss the advantages and disadvantages of each.

3. Decide on the best location.

4. Discuss what kind of an office to look for.

UNIT 3

Getting Money to Start

Goal: To help you plan how to borrow money to start your wheelchair transportation service.

Objective 1: Write a business description for your wheelchair transportation service.

Objective 2: Fill out a form showing how much money you need to borrow to start your wheelchair transportation service.

25

CHUCK GETS MONEY TO START HIS BUSINESS

Chuck had been able to save $10,000 for his business.

"I've been living on a shoestring for a long time, saving money for this business. Now that I'm ready, I don't want to start the business on a shoestring. I don't want to go overboard either. But if I start with two good new vans and radios, I can provide better service to my customers and create the kind of professional image I want. I can borrow most of the money anyway. I'm confident I'll succeed and be able to pay back the loan with no trouble."

To find out just how much he would need to borrow, Chuck made a list of his expenses:

Salaries (2 drivers & office person--6 months)	$13,000
Rent (6 months)	1,500
Gasoline and maintenance (6 months)	1,200
Utilities and phone deposits	200
Furniture and office equipment	500
2 vans equipped, including 2-way radios and receiver	25,000
Licenses, insurance, and advice	2,000
Advertising	300
Printing and supplies	200

Chuck knew the bank would need to know all about his business plans. So he prepared a detailed description. He included information about the services provided, the location, the customers, the competition, and his plans for success.

Then he made an appointment with the manager of his bank. She gave him a statement of financial need to fill out before their appointment. She was impressed with Chuck's careful planning, drive, self-confidence, and willingness to invest his savings. She smiled and said to Chuck, "You've planned well and you're off to a good start. Your loan is approved."

Getting Money to Start

All new businesses require money to start up. You will probably have to go to a bank or to the Small Business Administration to borrow money. When you apply for a loan, you will need to provide information about yourself and your business. You can start now to keep a list of your education and work experience. This will help you provide the information about you.

To provide information about your business, you will need to prepare a business description and a statement of financial need.

Business Description

Chuck's banker wants to know exactly what kind of business Chuck is planning and how he will run it. She wants to know how carefully he has planned for it. Your banker will want the same kind of information.

A business description should be written clearly and simply. It should include the following information.

- Kind. What services will it offer? How will it be run?
- Location. Where will it be and why?
- Customers. Who are they and where will they come from?
- Competition. What is the competition?
- Plans for success. How will you "beat" the competition? Read on to see how Chuck's business description covers this information.

Kind of business. "I plan to start a wheelchair transportation service. Its name will be Medivan. It will offer transportation to elderly and wheelchair patients who need help traveling to doctors' offices, to treatment clinics, and to and from hospitals and nursing homes.

"I plan to buy two new vans and equip them for wheelchair service. I plan to hire one driver. I will drive the second van. I will also be in charge of advertising and selling our services. I will hire one full-time office person to answer requests for service. This person also will dispatch the vans, and do billing and other office work."

Location. "I plan to locate at 250 Clay Street, in a small two-room office with parking space for my vans. I can rent it for only $250 per month. It is centrally located and convenient by freeway to the hospitals and nursing homes I will be serving."

Customers. "Most of my customers will be elderly patients, on Medicaid, from six local nursing homes and hospitals. I also hope to be able to serve customers at the new nursing home and senior citizens housing development being built now in Oakland."

Competition. "There are two other wheelchair transportation services in Oakland, AAA Ambulette Co. and Handivan. They are both successful businesses. I feel there is room in Oakland for another service."

Plans for success. "Medivan's business image will be friendly and service-oriented. My motto will be 'I'm new and have the time and desire to offer excellent service.' I plan to grow slowly. I will add vans only when I am sure I have enough calls to support the extra cost."

You can see that Chuck's business description gives much of the information the bank wants. Next you will learn about the statement of financial need.

Statement of Financial Need

Your statement of financial need must show (1) your starting expenses, (2) how much money you already have, and (3) how much more you will need.

Starting expenses. Starting expenses that are unique to the wheelchair transportation business include the following:

- 1 or 2 vans: $4,000 used - $10,000 new for each
- Equipment for vans: $1,500-2,000/van (wheelchair ramp, holding device, first aid kit, fire extinguisher)
- 2-way radio and receiver: $1,000 radio, $1,000 receiver
- Insurance: $1,000/van

In addition, from three to six months of operating expenses are needed in the beginning. Remember Chuck: he figured in six months of salaries and rent. The reason is that most of your income will come from Medicaid. These payments, especially in the beginning, take from 90 to 120 days. Some business owners say it takes six months before money starts to come in on a regular basis.

Starting expenses for a wheelchair transportation service can vary quite a bit. Chuck, for example, did not want to "start on a shoestring." He had large savings, a lot of confidence, and was not afraid to borrow money. His starting expenses were more than $40,000.

It is possible to start a service with much less money than Chuck. Here are some ways to do it.

- Start with one van instead of two. Scheduling problems may be greater if two patients want to go somewhere at the same time. But if there's little or no competition in your area, it is possible to start with one van.
- Lease your vans and equipment or buy used equipment. This can cost less than half of what new equipment costs. Leased equipment also doesn't require a down payment.
- Delay buying radios until the amount of business covers the cost. When business is light, calls can be made from pay phones.

Sample statement. When you know your starting expenses, you are ready to fill out a statement of financial need such as this one.

STATEMENT OF FINANCIAL NEED

Starting Expenses		Money on Hand	
Salaries	_____		
Building and Property	_____		
Repairs and Renovations	_____	Cash on Hand	_____
Equipment and Furniture	_____	Gifts or Personal Loans	_____
Inventory or Supplies	_____	Investment by Others	_____
Advertising	_____	TOTAL	_____
Other	_____		
		TOTAL STARTING EXPENSES	_____
		TOTAL MONEY ON HAND	_____
TOTAL	_____	TOTAL LOAN MONEY NEEDED	_____

The forms you will actually use to apply for a loan may be slightly different. The items listed may not include all of your own needs. For example, Chuck had several expenses that would need to be included as follows: vans and radios under "equipment and furniture"; utilities and phone deposits under "building expenses"; business licenses, insurance, and accounting under "other." Chuck should list these separate items on his statement of need.

Summary

In applying for a loan, you will need to provide a description of your business and a statement of financial need. The amount of money needed to start a wheelchair transportation service depends upon the number of vans you start with and the amount of money you are able to spend. You are likely to need to borrow some money. You also will need to provide a statement of financial need.

Learning Activities

Individual Activities

1. Write a business description for the wheelchair transportation service you might start. You may have to "make up" some of the information, such as the address. Include information about the (1) kind of business, (2) location, (3) customers, (4) competition, and (5) plans for success. Your description should be simple and clear. A loan officer should approve of it.

2. Answer the following questions about Chuck.
   a. How much money did Chuck need to start his wheelchair transportation business?
   b. How much money in all did he have available to start his business?
   c. How much would he need to borrow?
   d. How much less would he spend on equipment if he started with only one van?
   e. How much less would he need for salaries, rent, gasoline, and maintenance if he planned for only the first three months?

3. Fill out the statement of financial need for Chuck. List items that don't fit under "Other." Include any special explanations you think are needed.

Discussion Questions

1. Do you think Chuck's business description is a good one? Does it include everything it should? If not, what should be added?

2. If you were the loan officer at Chuck's bank, would you give him the loan? Why or why not? Would you need to know more about him before lending him the money?

3. Starting expenses for a wheelchair transportation service can probably range from as low as $6,000 to much higher than $40,000. What reasons can you give to explain such a wide range of starting expenses? What are the advantages of starting off low? High?

Group Activity

Monica Jones is starting a wheelchair transportation service. Unlike Chuck Ng, she is on a "shoestring" budget. She has $2,000 of her own to invest in the business. Her parents are loaning her $1,000. She doesn't want to borrow more than $6,000 so she will have to start with only one van.

1. Prepare a statement of financial need for Monica. List all her starting expenses, money on hand, and loan money needed.

2. Discuss the advantages and disadvantages of Monica's starting on a tight budget as compared to Chuck's higher budget.

UNIT 4

Being in Charge

Goal: To help you plan how to hire employees and divide the work of your wheelchair transportation service.

Objective 1: Decide how to divide the work of your business among several employees.

Objective 2: Pick the best person for a specific job in your business.

Objective 3: List three ways to keep your people happy.

CHUCK "IN CHARGE"

With money in hand, Chuck was ready to start to "manage" his business. He knew that he had to do several things right away. He had to decide what jobs needed to be done. He also had to hire the people to do them.

Chuck thought about the jobs that needed to be done. "I know the most important jobs are driving patients where they need to go, answering the phone, and telling the drivers where they need to go. I'll also need to sell our services to customers and do paperwork like billing and accounting. With these jobs to do, what do I need in the way of people?"

Since Chuck was going to start with two vans, he decided to hire one driver besides himself. He also decided to hire a clerk to answer phones, send drivers out, and do paperwork.

Chuck remembered some words of advice from his teacher in small business management: "Success or failure depends on the people you have, especially in a small service business."

He knew he would have to be very careful about whom he hired. He would interview each person and check their references carefully. For his driver, he would seek someone who seemed stable, had a good driving record, and would work well with elderly and sick people. For his clerk, Chuck would look for someone who would be cheerful and polite on the phone and could do the office work too. This person would also have to know the area so that calls would be organized efficiently. Chuck knew that "every mile costs." Since he was in the business of helping the sick and handicapped, Chuck also decided to find a handicapped person to work in the office.

After talking with several interested people, Chuck was pleased to hire Sarah Casey and Cassie Edwards. Sarah was a 22-year-old emergency medical technician who had not liked the stress involved in driving an ambulance. Cassie was a 43-year-old secretary who had been in a wheelchair for twenty years after a skiing accident.

Being in Charge

As you learned from Chuck, owning and operating a wheelchair transportation service involves several basic tasks. Getting these tasks done involves hiring and being in charge of other people. In this unit you will learn about:

- the tasks involved and the people needed to do them;
- hiring these people; and
- keeping them happy.

Deciding Who Will Do Each Task

Six major tasks are involved in running a wheelchair transportation service.

- Driving customers (patients) where they need to go.
- Filling customer requests (or work orders). This involves a lot of telephone work matching work orders with available drivers.
- "Selling" your services to patients and medical people who might want to call on you.
- Keeping the vans in good working order. This includes regular servicing and repair, getting new tires, and providing gas and oil.
- Keeping financial and other records (billing, bookkeeping, etc.).
- Interviewing, hiring, managing, and sometimes firing people. It is possible, in a new small business, for two people to do all six tasks. If you start with one van, you, the owner, can be the driver, the "salesperson," and the manager all in one. You would need to hire a clerk to answer the telephone, tell the driver where to go, help arrange for servicing the van, and do the recordkeeping. This person is often called the dispatcher. Chuck started with two vans, so he needed to hire another driver besides himself.

Picking the Best Person for the Job

Probably the most important job you will have is to choose well-qualified, reliable people to work for you. Remember the advice from Chuck's teacher: "Your success or failure depends on the people you have." Here are some things to look for in the people you hire.

A driver should have:

- a good driving record;
- the ability to read a map and knowledge of your area;
- the ability to get along well with elderly and handicapped people and to deal with their problems without being squeamish;
- physical strength to move a patient in and out of a wheelchair; and
- basic first aid skills.

A dispatcher/clerk should have:

- a pleasant telephone personality;
- a knowledge of the area and the ability to read a map;
- a good memory for voices and names (to remember customers on the telephone) and the ability to take messages correctly; and
- basic office skills and an ability to be well organized.

Now you are ready to advertise the job you want to fill. Have each person who applies for a job (1) fill out a written job application, (2) have a personal interview, and (3) provide personal references.

The personal interview is especially important. It can reveal personal qualities that do not show up on an application. Your judgment about each person's personality is important in selecting qualified people. Personal references should also be checked out carefully. Look for stability in their job records. Hire people on a probationary basis. Evaluate them for satisfactory service after a period of, say, 90 days. Only after that time should you offer continued employment and fringe benefits.

Keeping People Happy

A wheelchair transportation service, as any other business, must keep its people happy. As owner of such a business, you can keep your people happy in these ways:

- provide enough training;
- have clearly stated policies; and
- establish good personal relations.

Training. Provide enough training and instructions to allow your people to carry out their assignments. Offer first aid training to drivers if they do not yet have skills in this area. Have a new driver work for awhile with an experienced driver before going out on her or his own.

Policies. Be clear and honest about your policies and pay. Tell interested people exactly how much you pay and what raises and benefits they can expect when they work for you. Try to offer salaries and fringe benefits that are as least as good as your competitors. If possible, give written information on your policies so that your people know exactly how you operate. And when you establish policies, follow them in a businesslike manner.

Personal relations. Job satisfaction comes when people like what they are doing and feel they are doing well. Tell your people if they are doing a good job. Be understanding when they have problems and help them work toward solutions. Have regular and personal contact with them, letting them know you care. As much as possible, make your company a pleasant, fun place to be.

Summary

To operate a wheelchair transportation service, you need one or more drivers and a dispatcher/clerk. Hiring good people involves reviewing their applications, interviewing them, and checking personal references.

Keeping the people you hire happy involves giving them enough training to do their job well, having clearly stated policies, and establishing good personal relations.

Learning Activities

Individual Activities

1. Here is a list of some of the tasks that need to be done in a wheelchair transportation service:
   a. Answer the phone.
   b. Deal with patients on a day-to-day basis.
   c. Do billing.
   d. Take patients to the doctor.
   e. Visit hospitals and nursing homes to "sell" the services.
   f. Gas up the vans.

   Write the letter(s) of the task(s) that Chuck, Sarah, and Cassie would have to do in their jobs at Medivan.

   Chuck -
   Sarah -
   Cassie -

2. Match each person with the qualities they need to do their job in a wheelchair transportation service. If the quality applies to both people, mark A and B.

   A. Driver
   B. Dispatcher/Clerk

   _____1. Ability to read maps
   _____2. Strength
   _____3. Pleasant personality
   _____4. Good driving record
   _____5. First aid skills
   _____6. Typing and bookkeeping skills

3. List three types of personal qualities that could show up in a personal interview but not on an employment application that might keep you from hiring someone.

4. Who would you hire as a dispatcher for your wheelchair transportation service?
   a. Stan Campanella, friendly disabled veteran who has had five office jobs in the past year, good typist.
   b. Vivian Ford, 36-year-old divorcee who needs a job to support her children, was a secretary for three years before being married.
   c. Carm Ruiz, 21-year-old woman who just graduated from secretarial school, has lived in the area all her life, and has a pleasant personality.

5. Who would you hire as a driver?
   a. Stuart Little, partly disabled airplane pilot with excellent references, frequent health problems that would make him understanding of the sick and elderly.
   b. Ann Cochran, former school bus driver and marathon jogger, wants job where she can meet and help people.
   c. Michael Wong, A+ science student, needs a job to help support his way through school, wants to be a doctor.

Discussion Questions

1. What advantages will Chuck have as a manager by starting with two vans and drivers instead of one? Think of the jobs he would have to do with one vs. two vans.

2. You are the director of Handicab Wheelchair Service. You have just interviewed David McGrath for a driver job. You like him very well. He seems well qualified for the job. He has good references from two nursing homes where he has worked as an orderly. The only problem is that he was once arrested on a drunk driving charge. What should you do? Why?

3. Why do you think Chuck wanted to hire a handicapped person? What advantages might hiring Cassie Edwards offer? Any disadvantages?

4. What do you think is meant by the statement, "Your drivers are your ambassadors"?

Group Activity

In groups of two, role play one or more of the following situations. Trade places with your partners to see how it feels to be on each side.

1. Della Johnson started her wheelchair service with one van. Her business has grown almost too fast for her. She has received two requests from patients who each have doctor's appointments at 11 a.m. Role play Della's call to patient No. 2 asking him to change his appointment.

2. Bob Rabin, owner of Medicab Inc., has been unhappy with his dispatcher, Fred Deutsch. Fred has become lazy and rude to patients and nurses on the phone. Business has actually declined. In addition, his billings have fallen behind. Bob has decided to fire Fred. Role play Bob firing Fred.

3. Sally Friedman, owner of AAA Ambulette, wants to hire a replacement for Chuck Ng, who has just left to open his own business. She is looking for a full-time driver with some experience with elderly people and knowledge of the area. Role play Sally interviewing a well-qualified person.

UNIT 5

Organizing the Work

Goal: To help you organize the work of your wheelchair transportation service.

Objective 1: On a work order form, list what needs to be done for one of your customers.

Objective 2: Write a work schedule for yourself or an employee.

FEB
M T W T F
M T W T F
IN

CHUCK ORGANIZES THE WORK

Chuck developed a work order form for Cassie to use for patient requests. He also developed a prescription form for doctors to sign requesting transportation for their patients. This was required by Medicaid. As a driver at AAA, Chuck was given a schedule of his assignments each day. He decided to use the same driver schedule sheet for Medivan. On it he could also list the non-driving jobs that he, as owner, knew he would have to fit in between driving appointments.

Chuck was pleased with the number of calls Medivan was getting. He also liked his days. They were busy and interesting. However, he was not sure how well the jobs were being organized. To check on this, he tape-recorded all incoming calls for several days. He also examined the work orders and schedules Cassie prepared. Here are the morning work orders he recorded for Monday, May 19.

1. Dr. Rowe requests pick-up for Carver Jones, 311 State St., at 9 a.m., for appointment at Madsen Clinic to x-ray his broken hip. Clinic is 5 miles from Jones's home.

2. Oakland Hospital calls. Regina Lee, 4090 Louis Ave., needs to be taken home at 11. She has been recovering from a stroke and is under Dr. Martin's care.

3. Sidney Allen, 21 Porter St., has a dialysis appointment at Oakland Hospital at 11. He's 15 minutes from the hospital. His doctor's name is Wong.

4. Susan Sanchez wants to leave Frommer Convalescent Home at 11 after recovering from heart surgery by Dr. Shumway. She lives at 950 Truman Ave.

5. Belva Plain, 791 Fordham, needs to be picked up at 9:15 for appointment with Dr. Ruiz. She has severe arthritis.

6. Tom Webster, MS patient of Dr. Tom's, must be taken from El Camino Hospital to Frommer Convalescent Home, a half-hour ride. Anytime is OK.

Chuck was happy with the work Cassie was doing. He said to himself, "I think we're off to a good start."

Organizing the Work

Doing the work of any business, large or small, involves three main steps: organizing the work, doing it, and finally checking the work to ensure high quality and customer satisfaction. This unit covers the first step, organizing the work of a wheelchair transportation service. First you will learn about recording and keeping track of the work to be done. This particularly involves filling the patient requests (or work orders). Then, you will learn about scheduling jobs for yourself and your employees.

Keeping Track of the Work

You will need to keep track of several things relating to the work of your service:

- transportation requests by patients (work orders);
- doctors' "prescriptions" for patients' transportation; and
- patient information.

Work order form. When the dispatcher gets a request from a patient, he or she must write down the request so that the service can be scheduled and carried out properly. A work order form is used for this purpose.

Chuck uses the form at the top of the next page for the work orders in his business.

MEDIVAN
503 South Gate Road
Oakland, Illinois
(517) 345-0700

DRIVER_____ DATE_____ TIME_____

NAME_____

FROM_____

TO_____

TO_____

DISABILITY_____

		Mileage	Charge
CHARGE	ONE WAY		
CASE NO.	RETURN TRIP		
DR.			
BILL TO			
	TOTAL		

Each request is recorded on a work order form. As you can see, the driver assigned, date, time, patient name and disability, and travel points are all written down. Each work order is filed according to the date of the appointment. All work orders for a single date are pulled ahead of time in order to schedule drivers and times. Then they are given to the driver. After the service is performed, the driver fills out the bottom half of the form. This provides information on the mileage driven and the charges. It also is used for billing purposes.

Prescription form. If you recall, most of your customers will be covered by Medicaid. Medicaid requires a doctor's prescription for all non-emergency medical transportation. Here is the form that Chuck uses for his Medicaid patients.

Date_____

MEDICAID TRANSPORTATION PRESCRIPTION

MEDIVAN
503 South Gate Road
Oakland, Illinois
(517) 345-0700

_____ is under my care and nonemergency transportation is requested for the following diagnosis and treatment:

_____

_____

_____

_____

_____

_____M.D.

It's a good rule to encourage patients to request services at least a week ahead of time to allow time to send their prescriptions to Medicaid for approval. This also helps you make schedules ahead of time. Probably more than half of your customers will have regular appointments, weekly or more often. This will reduce the number of prescriptions and make scheduling easier.

Patient information. When a new Medicaid patient calls, you must get basic information about him or her. This includes name, address, doctor, Medicaid number, and medical problems. Chuck's dispatcher puts this information on 3x5 cards and keeps them in a simple file box on her desk.

Scheduling the Work

Chuck has to schedule the work of his wheelchair transportation service. He has to schedule all of the work orders. He has to decide how to divide them up between himself and his other driver. He also must schedule the other tasks he has to do as owner of the business.

Driver schedule sheet. Chuck's dispatcher organizes all of the work orders for a single day by preparing a schedule sheet for each driver. Here's a three-hour section of that sheet:

Driver's Daily Schedule

Date _____ Name _____ Van # _____

	Patient Name	Pick-Up Mileage	Drop-Off Mileage
9:00			
:15			
:30			
:45			
10:00			
:15			
:30			
:45			
11:00			
:15			
:30			
:45			

The driver fills in the mileage sections when he is transporting patients. The dispatcher also has a copy of the schedule. If new work orders come in, she can know at a glance whether and how it can be filled. She then can assign the job to the driver by radio.

General work schedule. As we said before, Chuck has other tasks to do in his day besides driving. He has to "sell" Medivan, arrange to service the vans, and keep financial records. He sometimes has to interview people for jobs or talk with his lawyer or accountant. Although all of these tasks are not likely to occur on a single day, several might. Chuck must decide which tasks are most important and should be done first. He must include these tasks in his daily schedule along with his driving jobs. Chuck writes down these tasks on his driver's daily schedule.

Summary

You will need to keep track of work orders, doctor's prescriptions, and patient information in your wheelchair transportation service. You will also need to schedule the work. The forms Chuck Ng uses may not exactly suit your needs. Use whatever methods work for you. The important thing is to keep records of every work order and assignment. You also need to schedule all work so that business will run smoothly.

Learning Activities

Individual Activities

1. List three forms that a wheelchair transportation service is likely to use.

Use the information in the case study to complete items 2-5. Use the blank forms in this unit for your answers.

2. Fill out a work order form for Dr. Rowe's request. Fill out all sections for which you have the information. Have Chuck drive.

3. Fill out a prescription form for Sidney Allen.

4. Make out Chuck and Sarah's work schedules for May 19. You will need to use your own paper for one of the schedules.

5. On May 19, Chuck also wants to do three things. He wants to meet with his lawyer, visit the business office at the Madsen Clinic to sell his services, and gas up his van. When should he schedule these tasks?

Discussion Questions

1. Rita Casey started the TLC Wheelchair Service with one van. Assume that she received the same work orders that Chuck did for May 19. How should she best handle the same requests?

2. Do you think that Cassie, the dispatcher, should have a work schedule too? Why or why not? If "yes," what tasks would be included? How would they be scheduled?

3. When Frank Antoneli started Carecab, he said: "I hate forms and paperwork. Inventing and printing forms is expensive, too. We'll use scratch paper in the office and put pencils and pads in the vans. I'll hire people who have good memories and can organize well."

   How do you think Frank's business will run? What problems might Frank run into doing it his way?

Group Activity

As a group, see how many tasks you can think of that the owner of a wheelchair transportation service like Chuck's might have to do during a busy day. Consider both routine and unusual or unexpected tasks.

List these tasks on the chalkboard. Then number them in order of importance. Indicate which tasks should be done first, second, and so forth. Remember that Chuck's routine driving jobs must be scheduled throughout the day.

Then make up a schedule for Chuck's day. Assume that Chuck has four driving jobs. If there are too many tasks for him to complete in one day, suggest how and when these should be done.

UNIT 6

Setting Prices

Goal: To help you decide how to set prices for your wheelchair transportation service.

Objective 1: Pick the best price for your services.

CHUCK SETS PRICES

Before Chuck actually began to make driving appointments, he had to decide on prices. He had to set a base price for a one-way trip and a price per mile for each trip. He also had to decide on any extra charges for things like unusual hours or long waits.

Chuck knew that setting prices was fairly simple in this business:

"I expect that Medicaid will pay for most of my patients. I know that Medicaid now pays $11.90 for a one-way trip plus $.85 per mile. It pays an additional $4.00 for a wait longer than 15 minutes and another $4.00 for a night or early morning pickup. I'll have to use these rates to figure my prices. I know that AAA charges $15.00 a trip, plus $1.00 per mile, and $5.00 for extras. Handivan charges $15.50, $1.00, and $5.50."

Chuck decided to charge the same prices as AAA. As a newcomer, he wanted to start out at the lower of the going rates. He also wanted to provide the highest quality service to get some business from his competitors' customers.

Before he firmly set these prices, Chuck made some estimates. He wanted to find out if he could make enough money in his first year to stay in business. Chuck did not like his estimates very much. At the Medicaid rates, he would barely break even the first year. Chuck decided to go ahead with these prices, but he set two more goals for himself:

"I will keep my costs as low as possible. I won't even think of adding a new van or driver until I am sure of an extra 12 trips a day. And I'll try to build up my number of private customers as fast as possible."

Setting Prices

To be successful, you must set prices for your wheelchair transportation service that

- are competitive with similar businesses;
- are acceptable to Medicaid and to your private customers; and
- allow enough profit.

This is what Chuck tried to do when he set prices.

In this unit, you will learn of four things to think about in general when setting your prices:

- demand for your services;
- competition;
- operating expenses; and
- profit.

You will also learn about another important consideration that is unique to the wheelchair transportation business. This is the fact that most of your services will be paid for by Medicaid.

Demand for Services

Customers are willing to pay more for services that are hard to get and less for services that are easy to come by. For example, if there were plenty of other wheelchair transportation services in the area, you would have to charge your customers less than if there were few or none available.

Competition

Your customers will not pay higher prices unless you offer extra services or better services. A customer will look for the lowest price, but will also consider the quality of your services. How helpful are the drivers you send? How polite and helpful is your dispatcher?

Take Chuck as an example. He plans to offer excellent service. He also will introduce himself to customers as a new business person determined to please customers with prompt and reliable service.

Operating Expenses

Your prices must more than cover the cost of running your business. These costs are called operating expenses.

Expenses to run a wheelchair transportation service include such items as:

- salaries;
- building expenses (rent and utilities);
- insurance;
- van operation (maintenance and gasoline);
- advertising; and
- furniture, equipment, and supplies.

In a typical wheelchair service, about 50% of the costs will be salaries, 25% van operation, 8% insurance, and the remaining 17% divided up among the other expenses.

You will need to figure out how high your own operating expenses will be. If your expenses are very high, you may want to raise prices, if possible. This may not be possible, however. So you may need to figure out how to cut your expenses. A good manager, in fact, tries to keep operating expenses as low as possible, or at least to save money

where it is easiest to do. Remember how Chuck saved as much as he could on rent.

Profit

Your profit will be your reward for all of your hard work. Your prices must allow you to make some profit. Profit is what's left after everything has been paid for. It may be your own salary or some amount over and above that. You must decide how much profit you can make and whether this is acceptable for you. Remember that many successful businesses start out with little or no profit in the first few years. Chuck found this out, too.

Medicaid--A Special Consideration

As you learned earlier, over 90% of the customers of wheelchair transportation services are on Medicaid. Because Medicaid pays for the services, it must approve each prescription. It also determines exactly how much will be paid for the service. Different states have different Medicaid programs. Approval procedures and payment schedules vary state-to-state. One thing is clear, however. Medicaid determines exactly how much your wheelchair service will get for services to Medicaid patients.

For example, Medi-Cal (California's Medicaid program) currently pays the rates given in Chuck's case study. This is the most Medi-Cal will pay a wheelchair service in California, regardless of the prices officially charged by the service. Medi-Cal patients will not pay the difference. You get what Medi-Cal (or Medicaid) pays.

You can see that pricing in this business depends mostly on what Medicaid allows for each service. You cannot look simply at customer demand, competition, operating expenses, and profit to set prices. Most of your income will come at Medicaid rates.

This does not mean that you automatically set prices to match the Medicaid payments. In fact, you should do the following.

Set prices somewhat higher than Medicaid rates--how much higher will depend on the other things you must consider (demand, competition, etc.). Most wheelchair transportation services follow this practice for two reasons:

- to encourage Medicaid to raise its payment schedule; and
- to allow for some extra income from private, non-Medicaid patients (for medical and non-medical transportation).

For example, Chuck set his prices at $15 for a one-way trip plus $1.00 per mile. This was similar to his competitors' rates. The competition had a fair number of private patients willing to pay these prices, and Chuck felt he could do as well or better. However, because he would not be getting these prices from most customers, he knew he had to depend on attracting large numbers of patients and on keeping his costs down. He would not be as free to raise prices as many other businesses would be.

Summary

There are four things to consider in general when setting prices: demand for service, competition, operating expenses, and profit. In the wheelchair transportation business, there is a fifth and special consideration. This is the amount that Medicaid will pay for your services. It is the main guideline in setting wheelchair transportation service prices.

Learning Activities

Individual Activities

1. List the five things to consider when setting prices for a wheelchair transportation service.

   Which of these things is most important?

2. Call a wheelchair transportation service in your area. Ask what they charge for their services. Try to find out what Medicaid pays. Tell them you're a student doing research. Compare these prices with other students' findings from other wheelchair services. Is there a "going rate" in your area?

3. Assume you are just starting your wheelchair transportation service. You are trying to set prices. Your competition charges $12 a trip, $.90 per mile, and $3.00 for waits or off-hour calls. Medicaid will pay you $10 a trip, $.75 per mile, and $2.50 for "extras."

   How much should you charge and why? Pick from the prices below.

   a. $9, $.65, and $2.25
   b. $10, $.75, and $2.50
   c. $11, $.85, and $2.75
   d. $12, $.90, and $3.00

4. Chuck finds he must raise his employees' salaries by 10% next year. His operating expenses also will increase by 10%. Medicaid, however, does not increase its rates. Should Chuck increase his prices? If yes, by how much? Why?

Discussion Questions

1. If both of Chuck's competitors had charged the same rates ($15, $1.00, and $5.00), what should Chuck have done? Why?

2. Why do you think such a large part of the operating expenses of a wheelchair transportation service goes to van operation and insurance? What do you think these expenses will be like in the future?

Group Activity

Read the following case study and answer the questions that follow.

Sari Hesse wanted to start a wheelchair service that was different from most others. She wanted to provide non-medical transportation to elderly and handicapped people. She would take customers on personal and group outings, to airports and train stations, etc. She would specialize in group recreation. She would locate in an upper middle class area on Long Island close to about five nursing homes and senior citizen housing projects.

Answer these questions to help Sari decide how to set prices:

1. List the five things Sari must think about when she sets prices.

2. Arrange this list in order of the item's importance to Sari in setting prices. Which will be most important? Which will be least important?

3. How is Sari's situation different from Chuck's?

4. What are the advantages and disadvantages of each?

UNIT 7

Advertising and Selling

Goal: To help you learn ways to advertise and sell your wheelchair transportation service.

Objective 1: Pick one way to advertise your wheelchair transportation service.

Objective 2: Design a printed ad for your wheelchair transportation service.

CHUCK "SELLS" MEDIVAN

Chuck was pleased with how fast the number of customers and calls was growing. Remember how, within a few weeks of opening, Medivan was getting six calls for a single morning. How did Chuck manage to get off to such a fine start?

From the very beginning, Chuck knew he would have to plan for advertising and selling the services of Medivan. He had learned a lot from Bob Washington, his boss at AAA. Bob had spent many hours visiting local hospitals and nursing homes. He let the people in charge know that AAA was ready and able to provide reliable transportation for their patients. In fact, one day Bob talked with Chuck. "Do you know, in my first year of business, I visited over 75 places, three times each, for a half-hour visit each time! I kept going back to remind them that we wanted to be of service to their patients. I never knocked the competition. I just let them know how good AAA was."

Chuck decided on the same sales approach. After all, it had worked for Bob.

"I know business will be slow at first. Since I'm going to hire a full-time driver, I'll be able to spend plenty of my time introducing Medivan to the community."

Chuck designed a one-page flier describing Medivan and its services. He printed business cards and small note pads with Medivan's name, address, and phone number printed at the top.

Even before he hired Sarah and Cassie, Chuck started visiting local clinics, nursing homes, and hospitals. When business finally got started, he continued to make calls. In fact, he even got Sarah in on the act. She became his unoffical "ambassador of good will." When she came to pick up a patient, she would stop to chat with the director of nursing and leave a note pad. Medivan's name would always be on the director's desk!

Advertising and Selling

Advertising and selling the wheelchair transportation services you provide are very important to the success of your business. You can see how important it was to Chuck as he was starting Medivan.

As Chuck found, the best way to attract customers in this business is through personal visits to places dealing with elderly, sick, and handicapped persons. Printed literature is helpful to have for these visits. Other printed ads can be used but are not as important.

Personal Visits

Making visits to places your customers will probably come from is vital in the wheelchair transportation business. It is a personal and effective way to introduce yourself and your services.

You, as owner, are likely to be the one to make these visits. It can be another person--your other driver, for example. It should be someone who gets along well with other people and is good at "selling" the business.

First, make a list of all the places you think may need your services. Consider hospitals, nursing homes, therapy centers (radiation, physical), rehabilitation centers (drug, alcoholic), medical and dental clinics, senior citizens' centers, and so forth. Make a schedule for visiting each of them for the first time. You can visit some when you are picking up or delivering patients. You do not have to make appointments ahead of time. Just drop in. If you are not able to talk with the proper person at that time, then set up an appointment for a later date.

Ask for the person in charge of arranging patient transportation. You might find this person at any one of a number of places. The person could be at the director of nursing's office, the administrator's office, or the office of social services, for example.

Approach this person as Chuck did. Explain your services. Provide a business card and flier (or brochure). Don't knock the competition. Merely say something like this. "We're new in the business. We have the time and desire to offer excellent service. We'd like the opportunity to be of service to you. Try us."

Once business has started, repeat these visits, perhaps in a less formal way. Have your driver drop in between calls to chat and leave a brochure or "freebie" note pad.

In addition, day-to-day telephone contact between customers and your dispatcher is extremely important to your success. If your dispatcher is helpful and friendly on the telephone, he or she will be your best "salesperson."

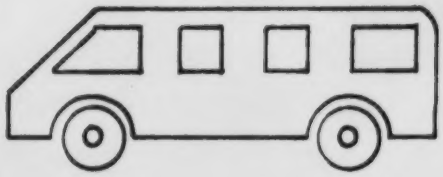
Printed Brochures and Giveaways

Remember that Chuck printed business cards and fliers to give to the people he visited. Medivan's flier is shown on the next page.

MEDIVAN
Wheelchair Service

Safety Locks

2-Way Radios



Air Conditioned

Stereo Music

Provides

Safe and Inexpensive Transportation for Wheelchair Patients, Elderly, Disabled

To and From: Hospitals - Nursing Homes - Rehab Centers
Therapy Centers - Doctors' Offices
Dentists' Offices - Clinics - Airports

Shopping and Recreational Trips Too

MEDIVAN
503 South Gate Road
Oakland, Illinois
(517) 345-0700

It is important for you to have a one-page flier or small brochure that describes your services. It should be simple and attractive. It also should provide important information about your business. Include any special features or services you provide. Include an illustration, if possible, as Chuck did. You will also need a simple business card. Printed giveaways, or "freebies" such as the note pads Chuck used, or pens and calendars are also effective ways to advertise. All of these printed items are given out when making personal calls.

Referrals

Referrals are an important source for new customers. As your reputation grows as a reliable, prompt wheelchair service, your business will probably grow. Customers will use your services more. They may have been using other services besides yours. And they may refer other customers to you.

Advertisements

Most forms of printed advertisement are not very helpful in the wheelchair transportation business.

You will need to advertise in the Yellow Pages, but the ad probably will not bring many customers. So just take out a small, inexpensive ad. Do it well ahead of time so that the ad will appear by the time you open.

Newspaper advertising does not have much payoff in this business either, especially in a large city daily. If you are in a small community, an ad in a small weekly might be worthwhile.

The best place to put an ad, if possible, is in a specialized publication. Examples include a medical directory or a senior citizens' or handicapped group's publication.

Summary

Advertising and selling your services is very important in the wheelchair transportation business. The best way to "sell" is through personal visits and regular contact with the hospitals, nursing homes, and other places from which your customers will come.

Learning Activities

Individual Activities

1. Match the following forms of advertising a wheelchair transportation service with the words best describing it:

_____Newspaper	A. Most important "sale" technique
_____Flier	B. Important every single day
_____Personal visit	C. Must be simple but attractive
_____Yellow Pages	D. Not very helpful in general
_____Phone calls	E. Every small business needs to have one

2. Look in the Yellow Pages under "Ambulances" (or "Wheelchair Transportation" in some locations). Find ads for wheelchair transportation services. Compare them. What size are they? What information do they include? Which ad do you think is best?

3. Call one of the services you found in Item 2. Tell them you are a student learning about small business advertising. Ask them to send you their flier or brochure. Examine it. Compare it to Chuck's Medivan flier.

4. List at least five ideas for special features or ideas that would appeal to customers of a wheelchair service and should be included in a flier or brochure.

Discussion Questions

1. Why do you think it is so important to make visits to places like hospitals and nursing homes when you are starting a wheelchair transportation service?

2. Tammy Rozinsky was starting Ambucar Wheelchair Service. To attract customers, Tammy placed a large ad in the Sunday Tribune classifieds under "Services." She offered customers half-price rates for the first month and discount coupons for referrals. What do you think of Tammy's advertising approach?

3. What do you think of Chuck's advertising and sales approach? Does his flier meet the requirements you read about? Is there anything else Chuck might do to help "sell" Medivan?

Group Activity

In small groups, make out an advertising and sales plan for your own wheelchair transportation service. Design a simple and attractive flier or brochure that describes your business.

UNIT 8

Keeping Financial Records

Goal: To help you learn how to keep financial records for your wheelchair transportation service.

Objective 1: Fill out a customer billing form for services you do for a customer.

Objective 2: Fill out a daily cash sheet for money you receive and pay out in one day.

CHUCK KEEPS FINANCIAL RECORDS

"Am I ever glad I took those business and accounting classes before starting Medivan. I knew nothing about bookkeeping and billing before then. And I sure need to know about them now! I have to set up a system of my own for Medivan."

Chuck thought carefully about the way he expected his business to run. He then set up a bookkeeping system he hoped would meet his needs. He had his accountant look it over and approve it.

Chuck bought a record book in which he could show how much money came in and went out of Medivan each day. Each month he would be able to summarize his income and expenses by using the records he had kept to fill out a monthly financial summary.

He also decided to bill customers once a month, having seen this system work well at AAA. Since most of his billing would be to Medicaid, he'd use the billing forms and methods Medicaid provided. For his private customers, he would use a standard customer billing form he bought at the local stationery store. He'd bill these customers monthly if they used Medivan regularly.

"I think when we drive a customer for the first time we should be paid on the spot," thought Chuck, "like a taxi. We'll ask new customers if they plan to return during the month. If they say 'yes,' we can bill them monthly after that."

After several months of business, Chuck's bookkeeping and billing system seemed to be working well. His only problem was delayed payments from Medicaid. When Chuck's accountant came to review the books after six months, she called the system "a job well done." She told Chuck, "Once the money starts coming in regularly from Medicaid, you're on your way."

Keeping Financial Records

As a business owner, you must have a clear way to keep track of your income and expenses. You must keep good financial records to know how your business is doing and to make important decisions. As a wheelchair transportation service owner, you also must provide information to the government, especially Medicaid records and income tax information.

Different businesses have different recordkeeping needs and methods. The needs of your wheelchair transportation service will be fairly simple. You will need a way to bill customers for services provided. You also will need a way to keep track of the money coming into your business (revenues) and going out of your business (expenses). In this unit, you will learn about customer billing forms and daily cash sheets.

Customer Billing Form

If your wheelchair transportation service is typical, like Chuck's, you will use two billing forms, one for Medicaid patients and one for your private customers.

Medicaid patients. Since Medicaid procedures vary state-to-state, the billing forms and methods you use for Medicaid patients will depend on where your business is located. Each patient will give you his or her prescription. After it has been approved by Medicaid, you will bill the state on the forms provided.

It is very important that you carefully follow all directions Medicaid gives for filling out forms. If they are not filled out correctly, you may have to redo them. This can cause long delays in payment. You

cannot afford these delays, especially when you are new and need every cent of income you have earned.

Private customers. A small percentage of your customers will not be covered by Medicaid. You will need to bill them, probably monthly as Chuck did. This is the billing form that he used:

MEDIVAN CUSTOMER BILLING FORM

Customer: Doris Ross

Date	Dates of Service	Amount Charged	Payment Received	Balance
5/31	5/1 - 5/31	$80	--	$80
6/12		--	$80	--
6/30	6/1 - 6/30	$94	--	$94

A sample entry is made to show that on May 31 Doris Ross was billed $80 for services in May; on June 12, she paid the $80; on June 30, she was billed $94 for services in June.

An item-by-item listing of all services provided should be included with the bill. Chuck simply attached customer copies of all work orders for the month. You might wish to do this or to attach a form such as this. Your own needs should determine the method you choose.

SERVICES PROVIDED						
Date	From	To	Mileage	Base Chg. & Mileage	Extra Charge	Total Charge
6/7	*311 Clay Dr., Oakland*	*Stonestown Shopping Center*	*7*	*$22*	--	*$22*
	Stonestown S.C.	*311 Clay Dr.*	*7*	*$22*	--	*$22*
6/21	*311 Clay Dr.*	*Oakland Senior Center*	*10*	*$25*	--	*$25*
	Oakland Senior Center	*311 Clay Dr.*	*10*	*$25*	--	*$25*

A sample entry is made to show how the form is used. On June 7 Medivan picked Doris up at her home, 311 Clay Drive, took her to the Stonestown Shopping Center (a 7-mile trip), and returned her home. At $15 per one-way trip plus $1.00 per mile, the charge each way is $22. On June 21 a 10-mile trip was made, at a cost of $25 each way.

Daily Cash Sheet

A daily cash sheet such as this can be used to keep track of the money coming in and going out of your business each day. Here, too, the form you actually use in your business may be different. Chuck, for example, used a record book instead of a cash sheet for his daily finances.

DAILY CASH SHEET for June 30			
Cash Receipts		Cash Payments	
Medicaid Sales	$1,045	Salaries	$1,660
Private Customers		Building Expenses	
		Equipment and Furniture	
		Inventory or Supplies	
		Advertising	
		Other	
TOTAL CASH RECEIPTS	$1,045	TOTAL CASH PAYMENTS	$1,660

A sample entry is made for June 30. A check for $1,045 from Medicaid was received, and checks for salaries in the amount of $1,660 were written. At the end of each month, these daily forms (or records in the case of Chuck) would be summarized. They would be summarized again at year's end to provide a complete statement of profit and loss. This will be discussed further in the next unit.

Summary

Keeping good financial records is a necessary part of running a wheelchair transportation service. It involves properly billing both Medicaid and private customers for services provided. It also involves regularly keeping track of the business' income and expenses.

Learning Activities

Individual Activities

1. Fill in the blanks, using what you have learned about keeping financial records for a wheelchair transportation service:
   a. Special billing forms provided by the state are used for _____ patients.
   b. Standard customer billing forms are used for _____ customers.
   c. In this business, billing is likely to be done each _____.
   d. A daily cash sheet is a daily record of the business' _____ and _____.

2. Fill out a customer billing form for Carver Jones, who was driven once, on May 19, round-trip between his home at 311 State St. and the Madsen Clinic, five miles away.

MEDIVAN CUSTOMER BILLING FORM

Customer: _____

Date	Dates of Service	Amount Charged	Payment Received	Balance

3. Chuck sent Hortense Lee the following monthly bills:

3/31	$145
4/30	87
5/31	110
6/30	95

Chuck received the following payments from Hortense:

4/15	$145
5/10	87

Fill out the Customer Billing Form below:

MEDIVAN CUSTOMER BILLING FORM

Customer: _____

Date	Dates of Service	Amount Charged	Payment Received	Balance

4. Chuck received these checks on April 15: Mrs. Lee, $145; Mr. Carter, $105; Medicaid, $940. He paid: salaries, $750; insurance, $175; advertising, $150. Fill out his April 15 cash sheet.

DAILY CASH SHEET	
Cash Receipts	Cash Payments
Medicaid Sales _____	Salaries _____
Private Customers _____	Building Expenses _____
	Equipment and Furniture _____
	Inventory or Supplies _____
	Advertising _____
	Other _____
TOTAL CASH RECEIPTS _____	TOTAL CASH PAYMENTS _____

Discussion Questions

1. Why do you think Chuck chose to use a record book for his daily revenue and expenses instead of daily cash sheets? What would you choose and why?

2. Why is it so important to follow Medicaid procedures and fill out its forms so carefully? What problems are likely if you do not?

3. What other types of financial records would the owner of a wheelchair transportation service have to keep? Think of other types of money dealings this business would have.

4. How would the financial recordkeeping of a retail business--a clothing store, for example--be different from that of a wheelchair transportation service?

Group Activity

Study the "Services Provided" section of Doris Ross's billing form in this unit. Notice where she went and how much it cost. Do you think Chuck is likely to have many private customers like her? Why or why not?

UNIT 9

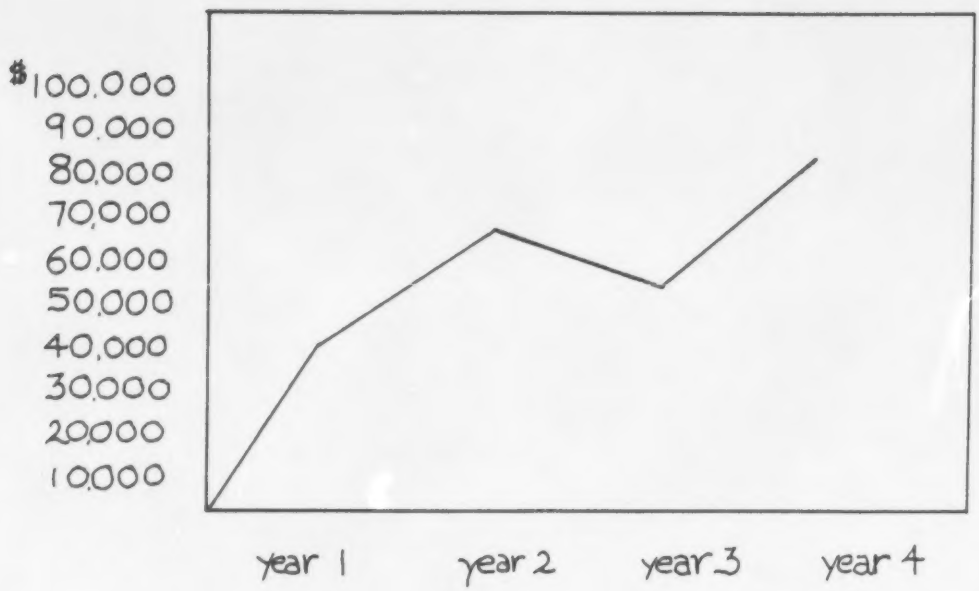
Keeping Your Wheelchair Transportation Service Successful

Goal: To help you learn how to stay successful.

Objective 1: Figure out the net profit (before taxes), profit ratio, and expense ratio for a wheelchair transportation service.

Objective 2: State one way to increase profits.

Objective 3: State one way to change your wheelchair transportation service to increase sales.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year 1
year 2
year 3
year 4

78

CHUCK WORKS TO KEEP MEDIVAN SUCCESSFUL

Medivan is now three years old. Business grew quite rapidly during the first two years. Growth during this past year, however, has declined. Chuck said: "When I went into this business, I didn't like the fact that I would have to depend on Medicaid for my success. Now some of my worst fears have come true."

What changed in the past year? Medicaid tightened up some of its requirements in order to cut costs. It has been refusing to approve prescriptions like those it was approving last year. Chuck's Medicaid business has fallen off by about 10%. And his expenses have gone up by the same amount. Although Medivan has a few more private patients this year, the added income has hardly dented the income lost from Medicaid.

Chuck was worried about this alarming trend. He called in his accountant to review the books. A careful look at the figures confirmed Chuck's fears. Income was way down, expenses were up, and profits had greatly decreased. "Chuck, you have a problem, and it can't be ignored. You're going to have to cut costs, raise prices, or get more business," the accountant advised.

Chuck decided to act quickly. He knew raising prices would not be very helpful since Medicaid rates had stayed the same. It would also be hard to cut costs very much because of inflation and the debts he owed for his vans and equipment. Chuck decided instead to offer new services to a new kind of customer.

Chuck knew that several local hospitals had psychiatric and alcoholic patients who had to be taken to special treatment centers. These hospitals had been moving the patients, but they were losing money doing so. The hospitals also didn't like being in the transportation business. Chuck was able to get the hospitals to sign contracts with Medivan, which would provide transportation at a lower cost.

Keeping Your Business Successful

Chuck Ng very much wanted Medivan to be successful. He was willing to work hard for it to happen.

You, too, will want to be successful in your business. How to be successful is not always easy to see.

There are three important ways to keep your business successful.

- Make sure you have enough cash.
- Keep your profits up and costs down.
- Improve or change your business when necessary.

In the last unit you learned how to keep track of money to make sure you have enough. In this unit you will learn how to keep track of and increase profits and how to change your business to increase sales.

Keeping Track of Profits

Keeping careful records of your income and expenses from year to year, as Chuck did, is a necessary step in determining profits.

Profit/loss statement. Your income and expenses can be summarized each year on a profit/loss statement such as the one Chuck used. He filled out one for each year. The one shown on the next page is his two-year statement, which he uses to compare years.

TWO-YEAR PROFIT/LOSS STATEMENT

	Year 2		Year 3	
	$	%	$	%
Revenues				
Medicaid patients	72,120		64,900	
Private patients	3,795		4,175	
TOTAL	75,915	100%	69,075	100%
Expenses				
Salaries	21,000		23,100	
Building Expenses (rent)	3,000		3,000	
Utilities	600		700	
Van Operation	18,100		19,000	
Insurance	5,000		5,200	
Advertising	1,600		1,250	
Supplies	250		300	
Other (licenses, accountant, lawyer, etc.)	5,400		5,900	
TOTAL	54,950	72%	59,050	
Net Profit	20,965	28%		

From this statement, you can see that in his second year Chuck had revenues (or income) of $75,915 and expenses of $54,950. His net profit was $20,965--the difference between total revenues and total expenses.

Two percentages are shown on the profit/loss statement: the profit ratio and the expense ratio.

- The profit ratio is a percentage comparing net profit to revenues.

$$\text{Profit ratio} = \frac{\text{Net Profit}}{\text{Revenues}} \times 100 = \frac{\$20,965}{\$75,915} = 28\%$$

This means that in Year 2 Chuck's profit was 28% of the total money Medivan earned that year.

- The expense ratio is a percentage comparing expenses to revenues.

$$\text{Expense ratio} = \frac{\text{Expenses}}{\text{Revenues}} \times 100 = \frac{\$54,950}{\$75,915} = 72\%$$

This means that in Year 2, 72% of Chuck's revenues went to pay his expenses.

These percentages can be useful in comparing your profits and expenses from year to year. They also can be used in comparing your business with other wheelchair transportation services.

Two-year profit/loss statement. The two-year profit loss statement makes it easy to compare figures. In comparing Chuck's figures, you can see that his revenues are down in Year 3, while his expenses have increased.

Improving profits. If you feel that your profits are too low or not growing enough, as Chuck did, you can try one or more ways to increase them. Three basic ways to increase profits in any business are to:

- increase sales (get more customers);
- raise prices; or
- reduce expenses.

Changing Your Business to Increase Sales

Chuck felt he could neither raise prices nor reduce expenses to increase his profits. He decided instead to increase sales by getting new customers. If you decide you want to increase sales in order to raise profits, there are two main ways to go about it.

- Improve the quality of your service.
- Change your service.

Before you try to do either of these things, you must find out whether and how your service should be changed. To find out, ask your customers and the hospitals, nursing homes, and clinics that serve them. Look at your community and your competition. Study new business trends. Profits and sales may be lagging for any one of a number of reasons. In Chuck's case, it was because of new restrictions by Medicaid that reduced the number of approved services. Other possible reasons include dissatisfied customers and increased competition. You must find out why your sales are down before you decide how to change.

Depending on the problems, there are many types of changes you might consider for your wheelchair transportation service. You might need to improve personal relations with your customers or staff. You might need to improve the quality of your staff. You might need to add (or drop) types of services or customers, as Chuck did.

Summary

You can figure out profits and compare them year-to-year by recording revenues and expenses on a profit/loss statement. If you want to increase profits, you must increase sales, raise prices, or reduce expenses. To increase sales, you may need to improve the quality or make basic changes in your wheelchair transportation service.

Learning Activities

Individual Activities

Use Chuck's case study to do the following. Write your answers on the 2-Year Profit/Loss Statement in the unit.

1. Compute Chuck's Net Profit for Year 3.

2. Compute Chuck's Profit Ratio for Year 3.

3. Compute Chuck's Expense Ratio for Year 3.

4. Which year was a better one for Chuck? By how many dollars and what percent?

5. What is the sum of the profit and expense ratios? Why?

Discussion Questions

1. Why is Chuck concerned about his declining profits? He still has a profit of more than $10,000.

2. What reasons can you think of for sales of a wheelchair transportation service to decline?

3. Do you think Chuck's business is a success in his eyes and in the eyes of the bank and community?

4. Handivan, one of Chuck's competitors, suffered the same loss in profits due to Medicaid restrictions. Handivan went into the school busing business instead. Was this a good way to increase profits? Compare this approach to Chuck's.

Group Activity

Here are some new facts about Chuck's business. Read them and develop a plan to get his business back on the right track--to see his profits grow again.

1. Medicaid prescription approvals continue to decrease.

2. Bob Washington becomes ill and decides to sell AAA, one of Chuck's competitors.

3. Handivan goes into the school busing business in a big way.

4. Chuck has been feeling overworked and has been thinking about hiring a part-time driver to free him to promote the business more.

5. Chuck really would like a third van.

SUMMARY

A wheelchair transportation service provides transportation for sick, elderly, and wheelchair patients, mainly for medical purposes. A desire to help people and an understanding for the sick and elderly are important qualities for you to have in order to own this kind of business.

Locate your wheelchair transportation service in an area where elderly and handicapped people live and where hospitals and nursing homes exist. Choose a location close and central to customers, with freeway access and parking space for your vans.

You will probably need to borrow money to start your business. In applying for a loan, you will need to provide a description of your business and a statement of financial need. The amount of money you will need to borrow will depend on the number of vans you start with and the amount of money you are able to spend at first.

To operate a wheelchair transportation service, you will need one or more drivers and a dispatcher/clerk. Hiring good people involves reviewing their applications, interviewing them, and checking personal references. Keeping the people you hire happy involves providing enough training for them to do their jobs well, having clearly stated policies, and establishing good personal relations.

You will also need to organize the work of your service. In particular, you will need to develop work schedules and keep track of work orders, doctors' prescriptions, and patient information.

In setting prices, you will need to consider demand for services, competition, operating expenses, profit, and the amount that Medicaid will pay for your services. There are many ways to sell your services, including personal visits and regular contact with the hospitals, nursing homes, and other places from which your customers will come.

Keeping good financial records is a necessary part of running a wheelchair transportation service. You must properly bill both Medicaid patients and private customers for services provided. You must also regularly keep track of revenues and expenses. By keeping good records, you can figure out your profits and compare them year-to-year.

To own and operate a successful wheelchair transportation service, you need work experience in the field. You also need the special business management skills we have covered in this module. You can learn business management skills through business classes, experience, or by using the advice and example of an expert.

You may not make a lot of money by owning a wheelchair transportation service. However, you would have the personal satisfaction of being responsible for your business and making your own decisions. Think about how important these things are to you in considering whether you should start your own wheelchair transportation service.

QUIZ

1. The main service provided by a wheelchair transportation business is transporting
   a. wheelchair patients to outings and social gatherings.
   b. kidney transplant patients to hospitals for follow-up care.
   c. elderly patients to doctors' offices and treatment centers.
   d. Medicaid patients to and from airports and shopping centers.

2. Which of the following personal qualities is least important for the owner of a wheelchair transportation service to have?
   a. Experience working in a doctor's office
   b. Knowledge of accounting and other business skills
   c. Acceptance of elderly people and their problems
   d. Ability to sell and communicate well

3. List three things the owner of a wheelchair transportation service can do to "beat" the competition.
   a. _____
   b. _____
   c. _____

4. Anyone operating a wheelchair transportation service must get
   a. a special driver's license.
   b. approval from the state highway patrol.
   c. a need and necessity license.
   d. a local business license.

5. In choosing a location for a wheelchair transportation service, you must think about the competition, the elderly population, and the number of
   a. nursing homes and hospitals in the area.
   b. small service businesses in the area.
   c. freeways within a short distance.
   d. offices with parking lots available in the area.

6. Essie Washington plans to open a wheelchair transportation service that will serve a 15 mile area from Arnow to Hope. Most of her customers will be closer to Hope. Which of these locations should she choose?
   a. A first floor office on Main Street in Hope, near stores and parking, rent $400 per month.
   b. Her own garage. She is midway between Arnow and Hope and the rent is $0.
   c. A small office near the freeway, about halfway between Arnow and Hope. Rent is $250 per month.

7. List at least three of the important parts of a business description.
   a. _____
   b. _____
   c. _____
   d. _____
   e. _____

8. Mike Carter's starting expenses for his new wheelchair transportation service are $26,700. He had $5,000 of his own money to invest and $2,500 from his parents. How much money will Mike need to borrow? $_____

9. Which of these tasks will Linda Friedman, dispatcher for Handicab Wheelchair Service, be doing most of the time?
   a. Driving patients to and from hospitals and doctors' offices
   b. Calling hospitals and nursing homes asking them to use Handicab's services
   c. Answering calls from patients needing to go to and from hospitals and doctor's offices
   d. Keeping the vans in good working order through proper servicing and new tires

10. The following people applied to work as drivers for Medivan. Which one should Chuck Ng hire?
   a. Darmon Wing, disabled veteran, good sense of direction and basic first aid skills, nice guy
   b. Sandy Cohen, female weight lifter, nursing home volunteer, eager to learn the job
   c. Francis Gonzales, good driver, pleasant personality, occasional muscle and nerve problems
   d. Diane Porter, friendly, small woman, experience as a medical assistant, poor sense of direction

11. List three ways a wheelchair transportation owner can keep her or his nursing staff happy.
   a. _____
   b. _____
   c. _____

12. A work order form for a wheelchair transportation service includes the name of the patient, the date and time of the patient's pickup, and the
   a. time of the patient's return.
   b. age of the patient.
   c. approval of the patient's doctor.
   d. name of the patient's doctor.

13. Which of the following tasks would the owner/driver of a wheelchair transportation service have to consider most important in her or his daily schedule?
    a. Driving customers where they need to go
    b. Filling work orders
    c. Interviewing possible employees
    d. Visiting hospitals and nursing homes

14. Tom McBain is setting prices for his TLC Wheelchair Service. His two competitors charge $10.00 a trip plus $.80 per mile. Medicaid pays $9.00 a trip plus $.65 per mile. How much should Tom probably charge?
    a. $9.00 and $.65
    b. $9.50 and $.75
    c. $10.00 and $.80
    d. $10.50 and $.85

15. To advertise a new wheelchair transportation service, the most important thing you should first do is
    a. place an ad in the Yellow Pages.
    b. place an ad in the local newspapers.
    c. visit all the hospitals in the area.
    d. get local doctors to refer you.

16. A good flier or brochure should above all
    a. describe your services in detail.
    b. have an attractive illustration.
    c. show your name, address, and phone number in bold print.
    d. fit easily on a single sheet of paper.

17. The front of a standard customer billing form will show the amount charged, balance due, and the
    a. points of travel.
    b. dates of service.
    c. number of miles traveled.
    d. amount of gasoline used.

18. Which of the following information does a Daily Cash Sheet include?
    a. Cash sales and payments
    b. Cash sales, payments, and profits
    c. Cash sales, payments, and debts
    d. Cash sales, payments, profits, and debts

19. In Year 1, Chuck Ng's total sales were $60,000 and total expenses were $50,000. Compute the following.
    a. Net profit = $ _____
    b. Profit ratio = _____ %
    c. Expense ratio = _____ %

20. The profits of Heinz Kafka's Medicab Service have been declining for the past year? What can Heinz do to increase profits?
    a. Lower prices per mile
    b. Get rid of his unhappy customers
    c. Find some new customers
    d. Find a nicer office

21. To increase his sales, Heinz could
    a. _____
    b. _____

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PROJECT PRODUCTS

Entrepreneurship Training Components

Vocational Discipline	Module Number and Title
General	Module 1 - Getting Down to Business: What's It All About?
Agriculture	Module 2 - Farm Equipment Repair
	Module 3 - Tree Service
	Module 4 - Garden Center
	Module 5 - Fertilizer and Pesticide Service
	Module 6 - Dairy Farming
Marketing and Distribution	Module 7 - Apparel Store
	Module 8 - Specialty Food Store
	Module 9 - Travel Agency
	Module 10 - Bicycle Store
	Module 11 - Flower and Plant Store
	Module 12 - Business and Personal Service
	Module 13 - Innkeeping
Health	Module 14 - Nursing Service
	Module 15 - Wheelchair Transportation Service
	Module 16 - Health Spa
Business and Office	Module 17 - Answering Service
	Module 18 - Secretarial Service
	Module 19 - Bookkeeping Service
	Module 20 - Software Design Company
	Module 21 - Word Processing Service
Occupational Home Economics	Module 22 - Restaurant Business
	Module 23 - Day Care Center
	Module 24 - Housecleaning Service
	Module 25 - Sewing Service
	Module 26 - Home Attendant Service
Technical	Module 27 - Guard Service
	Module 28 - Pest Control Service
	Module 29 - Energy Specialist Service
Trades and Industry	Module 30 - Hair Styling Shop
	Module 31 - Auto Repair Shop
	Module 32 - Welding Business
	Module 33 - Construction Electrician Business
	Module 34 - Carpentry Business
	Module 35 - Plumbing Business
	Module 36 - Air Conditioning and Heating Service

Related Resources

Resource Guide of Existing Entrepreneurship Materials

Handbook on Utilization of the Entrepreneurship Training Components